

CITY OF OAKLAND



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Office of the Mayor
Elihu M. Harris
Mayor

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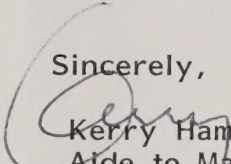
Dear Mr. Leister,

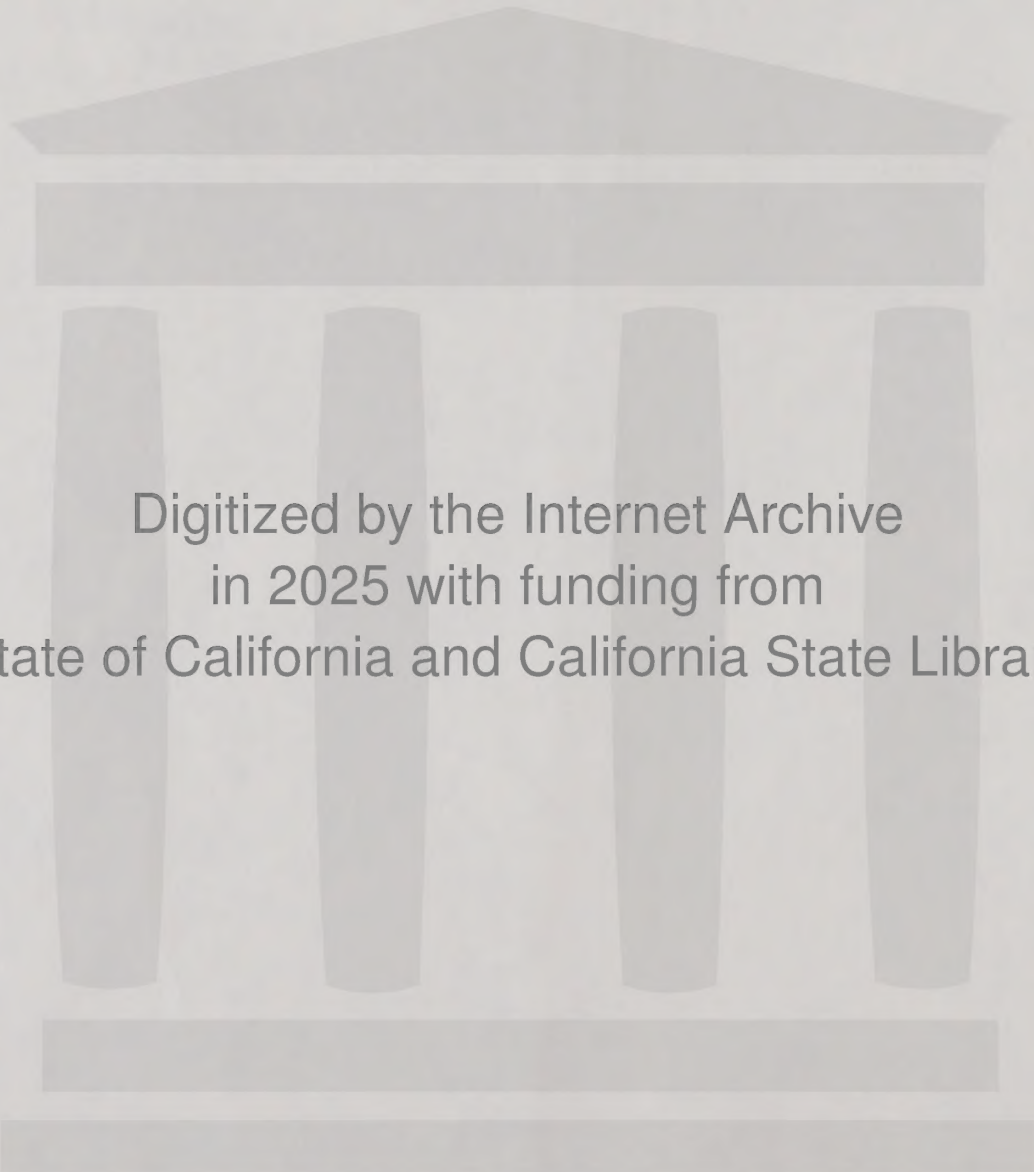
Here is a copy of the new Redevelopment Agency plan put forward by Mayor Elihu Harris.

If you have any questions or inquiries, please call me in the Mayor's Office at 238-6907.

Thank you for your inquiry.

Sincerely,

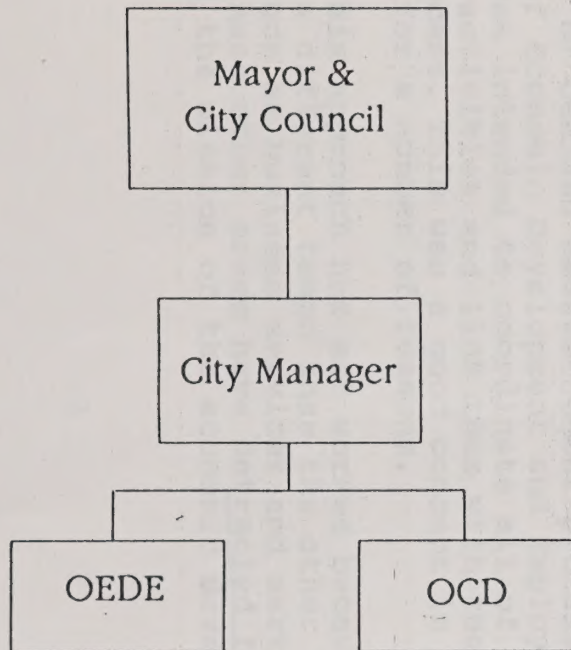

Kerry Hamill
Aide to Mayor Harris



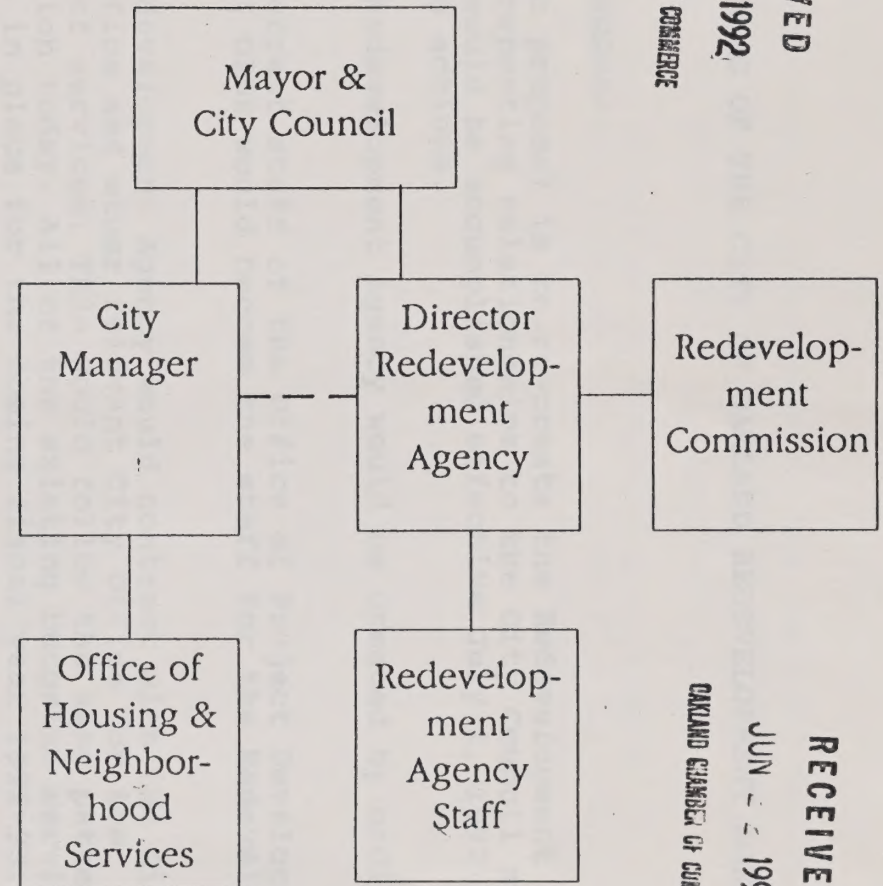
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Current Structure



Proposed Structure



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RESTRUCTURING OF THE CITY OF OAKLAND REDEVELOPMENT AGENCY

The Basic Proposal

The basic proposal is to re-create the Redevelopment Agency with direct reporting relationships to the City Council and Mayor. This would be accomplished effective July 1, 1992 by taking the following actions.

1. The Redevelopment Agency would be created by ordinance of the Council.

2. The Current staff of the Office of Project Development and Management of OEDE would become the staff for the Redevelopment Agency.

3. The Redevelopment Agency would contract with the City Manager's Office and other relevant City Office for the performance of services. This would follow the same pattern that is in operation today. All of the existing budgeted services would remain in place for the coming fiscal year 1992-93.

4. The Office of Economic Development and Employment would be merged with the Office of Community Development into a new Department of Housing and Neighborhood Services. This re-organization would target more of the City's resources directly on neighborhood concerns.

The Need for Change

The City of Oakland Redevelopment process was merged into a new Office of Economic Development and Employment in 1978. This new Office was intended to coordinate all of the City's development activities and link them with the jobs that emerged from the process. This was a good concept in theory. This has not worked well for a number of reasons.

First, this approach has not worked because the development process has a different tempo than the other activities assumed by the office such as business services and marketing. Further, the efforts in these other areas have detracted from rather than complimented the mission of the economic development entity.

Second, the focus of redevelopment has been diluted by the multiple missions of the Office of Economic Development. This dilution has retarded the capacity of the Office to seize initiatives and to move quickly on opportunities.

Third, the new Office of Economic Development and Employment has not been able to communicate directly with the City Council to provide the kind of guidance required necessary to carry out a coherent plan of action.

Finally, merging the current Office of Community Development with the remaining components of Economic Development and Employment would be a more accurate reflection of City priorities and focus important resources more visibly on neighborhood concerns. This re-organization would also reflect a high priority of the community in articulating the Strategic Plan Sharing the Vision.

The New Structures and Missions

The Redevelopment Agency

In the new structure the Redevelopment Agency would have direct responsibility for promoting development within the city center as well as industrial and commercial areas throughout the City. The new Agency is intended to insure that the Downtown Redevelopment is carried out expeditiously and that other large scale revitalization projects are undertaken in key areas of the city aimed at job creation and stabilization of the City tax base.

It is envisioned that the Redevelopment Director would report directly to the City Council. The individual in this position would be appointed by the Council on nomination of the Mayor. The person could only be removed by an affirmative vote of the Council. ←

The Redevelopment Agency Staff would be small--approximately the same size as the current Project Development and Management Division of OEDE (about 30 FTE). Staff in the Redevelopment Agency would be City employees and enjoy all City benefits.

The New Agency would be composed of the following units from OEDE:

- oProject Management and Development
- oForeign Investment

The New Department of Housing and Neighborhood Services

The new Department of Housing and Neighborhood Services's primary mission would be to be involved in programs that revitalize and stabilize the City's neighborhoods. It is anticipated that this Office would have an aggressive community outreach program aimed at neighborhood housing for all income groups, commercial revitalization of neighborhood centers, community promotions and organization and the integration of city services with neighborhood needs ranging from public safety to health, education and recreation.

The Department of Housing and Neighborhood Services would be under the City Manager's Office and it would be composed of the existing divisions within OEDE and OCD of:

OCD Divisions

- oHousing and Neighborhood Preservation (except for code enforcement and other functions that have been integrated into the new Department of Planning and Building Services)

- oProgram Planning and Community Services

OEDE Divisions

- oBusiness Development

- oMarketing

Implementation Issues

Cost

This change can be implemented very smoothly. It is not anticipated that new offices or radical changes in the organization will required. The current office arrangements are suitable until the new offices are built in 1995. Any other physical re-arrangements will require only slightly modification in receptionist and telephone systems along with stationery and similar alteration. These cost can easily be accommodated within existing budget resources.

Political Involvement in Redevelopment

This is not an issue the City Council is already the Redevelopment Agency Board and acts as such. In order to insure insulation from direct political influence a new Development Advisory Board will be formed. This Board will be composed of person with relevant expertise in economic development and real estate. It is intended to be a board of experts and not a purely representative group. The Board will act much like the Planning Commission and have wide authority to review projects and develop a mission and goals for the Agency. The Board will be small of 5 to 7 members nominated by the Mayor and appointed by the Council.

Organizational Overlaps between The Redevelopment Agency and the new Housing and Neighborhood Service Department

The new organization should clarify the organization and add more focus to each function. There will need to be joint planning for projects but this is required for other City Departments such as Planning and other Departments.

Budget

The Redevelopment Agency

The budget for the administrative budget for the new Redevelopment Agency would be about \$1.4 million dollars of the current \$6.4 million dedicated to Personal Services and Related Overhead Costs in the 1992-93 budget year (pg. 5 Redevelopment Agency Budget 1992-93). The Agency would administer all of the redevelopment projects (nearly \$60 mil in tax increment and project funds). About \$2 mil would be subcontracted with the existing OEDE for continued services.

The New Office of Housing and Neighborhood Services

The budget of this office would be about the same as the existing Office of Community Development since the total staff are about the same. However, it appears that about 30 administrative positions could be eliminated by this change. This is primarily due to reductions in the merged OEDE and OCD. A careful analysis will have to be performed to determine the actual savings.



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Organizational Development in the Federal Government

This is not an issue that every citizen is likely to understand. The Federal Government is a complex organization with many different parts. It is not a simple machine that can be run by a few people. It is a vast, intricate web of organizations, each with its own goals and objectives. The Federal Government is a complex organization that is constantly changing and evolving. It is a machine that is constantly being retooled and redesigned. The Federal Government is a complex organization that is constantly changing and evolving. It is a machine that is constantly being retooled and redesigned. The Federal Government is a complex organization that is constantly changing and evolving. It is a machine that is constantly being retooled and redesigned.

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Organizational Development

The Federal Government Agency

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